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ABSTRACT

The primary objective of this report, one of five reports under a project to develop a multi-State consortium, is to provide a collection of information concerning the activities and actions resulting from efforts to form a consortium. Materials presented are the results of actions of representatives of States invited to participate in a conference (held in Atlanta, Georgia, April 3-5, 1973) designed to develop an interest in forming the consortium and to provide a rationale for its operation. Four major sections briefly discuss (1) the conference, (2) actions taken by the States following the conference, (3) activities of the ad-hoc steering committee in the formation of the multi-State consortium, and (4) the status of the formation of the Vocational-Technical Education Consortium of States. The appendixes, which cover the majority of the report, present the conference program, list of participants, and conference motions and actions; recommended changes in the tentative organizational structure and agreement form for the formation of a multi-State consortium; the tentative agreement form and organizational structure for a multi-State Consortium; minutes and agenda of the ad-hoc steering committee; and the final agreement form and organizational structure for a multi-State consortium. (HD)

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Southern Association of Colleges and Schools
Commission on Occupational Education Institutions
795 Peachtree Street, N.E.
Atlanta, Georgia 30308

A PROJECT FOR THE DEVELOPMENT OF A MULTI-STATE CONSORTIUM FOR THE PRODUCTION OF PERFORMANCE OBJECTIVES AND CRITERION MEASURES IN OCCUPATIONAL EDUCATION, FLORIDA DEPARTMENT OF EDUCATION GRANT NUMBER S.D.E. 730-073

FINAL REPORT OF THE PROJECT

July, 1973

by

Ben A. Hirst, Jr.
Project Director

U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
NATIONAL INSTITUTE OF EDUCATION

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INTRODUCTION

The primary objective of this report was to provide a collection of information concerning the activities and actions resulting from efforts to form a multi-state consortium. Materials contained within the report are the results of actions of representatives of states invited to participate in a conference held in Atlanta, Georgia, April 3-5, 1973. The conference was designed to develop an interest in forming the consortium and to provide a rationale for its operation.

The report is divided into four parts and a comprehensive appendix. The actions and activities are arranged chronologically so that the reader may follow the events following the conference through July 9, 1973. This report is the last in a series of five reports required under this project and for that reason should be read only after a review of the previous reports. Some items included in this report are of the nature of a progress report concerning on-going activities of the consortium formation effort. The activities outlined in this report have led to the formation of the Vocational-Technical Education Consortium of States which is a project of the Southern Association of Colleges and Schools' Commission on Occupational Education Institutions.

In order to improve the readability and to add logical continuity to the report, all aspects will be presented in narrative form, describing what actually occurred during

the time interval covered. A comprehensive appendix is referred to during the report so that the reader may study, in detail, the source document for that particular part of the report.

PART I

CONFERENCE OF INTERESTED STATES

PART I: CONFERENCE OF INTERESTED STATES

A conference of interested states was organized and conducted in Atlanta, Georgia beginning on April 3 and extending through noon on April 5, 1973. The primary objectives of the conference were to provide a rationale for the formation of the consortium and to provide an opportunity for state delegates to respond to a tentative agreement form and organizational structure for a proposed consortium during the conference and again upon returning to their home states. The objectives were moderately achieved and could have been achieved at a higher degree if the group sessions for reviewing the tentative agreement form and organizational structure had been held at least one day earlier in the program.

Speakers included on the program were Dr. Felix Robb, Director of the Southern Association of Colleges and Schools, Dr. Bob Childers, Executive Secretary of the Commission on Occupational Education Institutions, Southern Association of Colleges and Schools, Mr. George L. Anderson, Director of the Florida Educational Research and Development Program, Florida State Department of Education, Dr. Robert F. Mager, Mager Associates, Inc, 13245 Rhoda Drive, Los Altos Hills, California, Mr. James H. Straubel, Executive Director, Aerospace Education Foundation, Washington, D.C., Dr. Wallace H. Hannum, Florida State University, Tallahassee, Florida, Dr. Clifford Easton, Director, Project Career, Randolph,

Massachusetts, Dr. Leon Lessinger, Dean, College of Education, University of South Carolina, Columbia, South Carolina and Mr. Ben A. Hirst, Jr., Project Director, Commission on Occupational Education Institutions, Southern Association of Colleges and Schools, Atlanta, Georgia. A detailed program containing the time schedules, backgrounds of speakers, and topics covered by the speakers is included as Appendix "A" of this report. The conference was jointly sponsored by the Southern Association of Colleges and Schools, Commission on Occupational Education Institutions and the Florida Educational Research Program.

A. Persons Attending The Conference

The conference was attended by sixty-seven registered participants. The participants were selected by the state director of Vocational Education in sixteen states to represent their office. Fifteen state departments of education were represented, fourteen colleges and universities, two technical institutes, three area Vocational-Technical schools, two representatives from industry, one local board member, two officials of the Regional Office of Vocational-Technical and Adult Education, and three persons from the Air Force Training Command. A complete listing of persons participating in the conference is in Appendix "B" of this report. The only exceptions are Mr. George Wallace and Mr. Donald Snodgrass both who represented the Regional Office of the United States Office of Education, Bureau of Vocational-Technical and Adult Education.

B. Motions and Actions of the Conference

Group meetings were held during the process of the conference of interested states. As a result of these meetings, four motions and one recommendation were passed. The four motions provided for:

(1) an ad hoc steering committee be formed to work out the details of the consortium agreement form and organizational structure

(2) that the remarks and reports of the group activities be summarized and that the summary reports be sent to each of the State Directors of Vocational Education represented in the meeting.

(3) that the response dates to be received from the State Directors of Vocational Education be advanced from April 16 to May 1, 1973.

(4) that the conference go on record favoring the formation of the consortium to produce performance objectives and criterion-referenced measures in Occupational Education.

The following recommendation was made during the conference by three of the six group meetings:

that the Southern Association of Colleges and Schools', Commission on Occupational Education Institutions become the administering agency.

A detailed and verbatim list of motions passed and the recommendation is included as Appendix "C" of this report.

C. Recommended Changes in the Tentative Agreement Form and Organizational Structure Made By The Group Meetings

During the deliberations of the conference participants in small group meetings, a rather lengthly list of changes, corrections and/or criticisms were made. These remarks were recorded by a person designated by the group chairmen

and these comments reported orally by the group chairmen. Written comments were included on master copies of the report and turned in to the project director at the conclusion of the chairman's report. These remarks were summarized and as directed by the conference participants were forwarded to the state directors of Vocational Education represented at the meeting for use during the state deliberations on the tentative agreement form and organizational structure. A complete listing of the remarks and recommended changes including the first draft of the tentative agreement form and organizational structure are included as Appendix "D" of this report.

PART II

SUMMARY OF ACTIONS TAKEN BY THE STATES FOLLOWING THE CONFERENCE

PART II: SUMMARY OF ACTIONS TAKEN BY THE STATES FOLLOWING THE CONFERENCE

A. Summary Of Letters From Interested States

Alabama

The State of Alabama responded in writing supporting the consortium and named Miss. Ruth Stovall, Branch Director of Program Services to serve as a member of the ad hoc Steering Committee for the formation of the consortium.

Florida

The State of Florida responded in writing expressing an interest in the consortium and named Dr. Roy Giehls, Consultant, Vocational Research and Evaluation Function, State Department of Education as their representative on the ad hoc Steering Committee.

Georgia

The State of Georgia responded in writing and expressed an interest in becoming a member of the proposed consortium. Mr. Paul Scott, Director of the Research Coordinating Unit, State Department of Education was named as Georgia's representative to the ad hoc Steering Committee.

Kentucky

The State of Kentucky responded in writing and committed the divisions participation in the proposed consortium. Mr. Robert Spillman, Coordinator, Career

Education Curriculum Development Center, Department of Vocational Education, The University of Kentucky was named to the ad hoc Steering Committee to represent Kentucky.

Louisiana

The State of Louisiana responded in writing expressing a continued interest in the proposed consortium. Mr. Lloyd Ponder, Director of Natchitoches Trade School was named to the ad hoc Steering Committee to represent the State.

Michigan

The State of Michigan responded in writing and expressed continued interest in the proposed consortium and named Mr. Phillip Bailey, Supervisor of the Secondary Unit, Vocational Education and Career Development Service in the Michigan State Department of Education as their representative.

Mississippi

The State of Mississippi responded in writing and expressed an interest in the proposed consortium and named Dr. James Wall, Director, Curriculum and Research Coordinating Unit, Mississippi State University as their representative.

Ohio

The State of Ohio responded in writing and

expressed a desire to continue in the planning and development of the proposed consortium. Mr. Tom Hindes, Director, Trade and Industrial Instructional Material Laboratory, The Ohio State University was named to represent the State on the ad hoc Steering Committee.

Texas

The State of Texas responded in writing and expressed a continued interest in the formation of the consortium and named Mr. Hoyt Byrd, Chief Consultant, Division of Public School Occupational Programs, Texas Educational Agency, as their representative to the ad hoc Steering Committee.

Virginia

The State of Virginia responded in writing and expressed an interest in the proposed consortium. Dr. Dale Oliver, Director, Vocational Evaluation Project, College of Education, Virginia Polytechnic Institute and State University was named as the State's representative on the ad hoc Steering Committee for the formation of the consortium.

B. Summary of Actions of States Not Participating After The Conference

Colorado

The State of Colorado responded in writing and stated that they were not interested in participating in the activities of the proposed consortium at this time. No specific reason was cited for their lack of interest.

Missouri

The State of Missouri responded in writing that they were not interested in joining the proposed consortium and stated their reason to be higher priorities in other areas of curriculum development.

North Carolina

A written response was not received from the State of North Carolina. The project director did place a follow-up telephone call to the State Director of Vocational Education. The State Director expressed that North Carolina was not interested and stated that the State could not afford the financial outlay required to fully participate in the consortium's activities.

Oklahoma

The State of Oklahoma responded in writing and stated that at this time they could not participate in the consortium. The State cited two reasons for not participating:

(1) current curriculum projects were requiring a large portion of available resources and involved large numbers of people who would need to be somewhat redirected in their efforts should the State participate in the consortium.

(2) the uncertainty of funding at both the State and Federal levels of government.

South Carolina

The State of South Carolina did not respond through its Director of Vocational Education. A telephone

call was made on two occasions but no definite answer was received regarding whether or not South Carolina would participate.

Tennessee

The State of Tennessee did not respond writing or orally regarding their position. The Project Director placed a call to the Administrative Coordinator within the Division of Vocational Education, State Director's Office who said that he did not believe the State would be interested at this time.

Numerous contacts were made with the states which have shown an interest in forming the consortium. These contacts were primarily made through letters, meetings of the ad hoc Steering Committee, and telephone conversations between the Project Director and the person designated by the State Directors of Vocational Education as their representative. All correspondence concerning the activities and called meetings of the ad hoc Steering Committee were processed through the State Director's office in each state with carbon copies going to the members of the ad hoc Steering Committee representing the State. All correspondence concerning the activities and actions of the project staff and the state contacted are on file in the offices of the Southern Association of Colleges and Schools, Commission on Occupational Education Institutions, 795 Peachtree Street, N.E., Atlanta, Georgia 30308.

PART III

THE AD-HOC STEERING COMMITTEE FOR
THE FORMATION OF THE MULTI-STATE CONSORTIUM

PART III: THE AD-HOC STEERING COMMITTEE FOR THE FORMATION OF THE MULTI-STATE CONSORTIUM

The ad hoc Steering Committee was formed on the basis of a motion passed during the Conference of Interested States held in Atlanta, Georgia, April 3-5, 1973. There were two specific purposes for the ad hoc Steering Committee:

(1) to serve as an interim body to work out an acceptable agreement form and organizational structure for the proposed consortium

(2) to develop initial guidelines for staffing, budgetary priorities and procedures to be used by the consortium until the official formation of the Board of Directors.

A. Membership of the Ad-Hoc Steering Committee

Chairman:

Mr. Robert Spillman, Coordinator
Career Education Curriculum
Development Center
Department of Vocational Education
University of Kentucky
Lexington, Kentucky 40506

Vice-Chairman:

Dr. Roy Giehls, Consultant
Vocational Research &
Evaluation Function
State of Florida
Department of Education
Tallahassee, Florida 32304

Mr. Phillip Bailey
Supervisor - Secondary Unit
Vocational Education and Career Development Service
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Michigan Department of Education
Lansing, Michigan 48904

Mr. Hoyt Byrd, Chief Consultant
Division of Public School
Occupational Programs
Texas Education Agency
201 E. 11th Street
Austin, Texas 78711

Dr. Robert D. Childs, Chief
Curricular Materials and Civilian Agencies Branches
Community College of the Air Force
Randolph Air Force Base
San Antonio, Texas 78148

Mr. Tom Hindes, Director
T & I Instructional Material Laboratory
The Ohio State University
Columbus, Ohio 43210

Mr. Ben A. Hirst, Jr., Project Director
Commission on Occupational Education Institutions
Southern Association of Colleges and Schools
795 Peachtree Street
Atlanta, Georgia 30308

Dr. J. Dale Oliver, Director
Vocational Education Evaluation Project
Division of Vocational and Technical Education
Virginia Polytechnic Institute & State University
Blacksburg, Virginia 24061

Mr. Lloyd Ponder, Director
Natchitoches Trade School
P. O. Box 657
Natchitoches, Louisiana 71457

Mr. Paul Scott, Director
Occupational Research Coordinating Unit
State Department of Education
Room 250
State Office Building
Atlanta, Georgia 30334

Miss Ruth Stovall, Branch Director
Program Services
Division of Vocational, Technical, and
Higher Education
State Office Building
Montgomery, Alabama 36104

Dr. James E. Wall
Director of Curriculum Development and Research
and Coordinating Units
Mississippi State University
State College, Mississippi 39762

The members of the ad hoc Steering Committee passed a motion instructing the Project Director to contact the States of Maryland, West Virginia and Arkansas to determine whether they would be interested in joining the consortium. These contacts have been made and visits will be scheduled to these states for the purpose of explaining the project.

B. Schedule and Location of Meetings

The ad hoc Steering Committee has met on three occasions. Following are dates of the meetings and their locations:

(1) First Meeting

Date: May 30, 1973
Place: Large Conference Room
Southern Association of Colleges and Schools
795 Peachtree Street, N.E.
Atlanta, Georgia 30308

(2) Second Meeting

Date: June 21, 1973
Place: Large Conference Room
Southern Association of Colleges and Schools
795 Peachtree Street, N.E.
Atlanta, Georgia 30308

(3) Third Meeting

Date: July 5 and 6, 1973
Place: Randolph & Lackland Air Force Base
San Antonio, Texas

Appendix "E" of this report contains the agenda for each meeting. The approved minutes of the first

and second meetings are included. Due to their unofficial status at this time, the minutes of the third meeting are not included.

PART IV

THE STATUS OF THE FORMATION OF THE VOCATIONAL-TECHNICAL EDUCATION CONSORTIUM OF STATES

PART IV: THE STATUS OF THE FORMATION OF THE VOCATIONAL-TECHNICAL EDUCATION CONSORTIUM OF STATES

The Consortium was officially formed as of July 1, 1973 by action of the Board of Trustees of the Southern Association of Colleges and Schools. Mr. Ben Hirst, Jr. was appointed Executive Director of the Consortium which was designated as the Vocational-Technical Education Consortium of States (V-TECS). The letter of official action of the Board of Trustees from Dr. Felix Robb is on file in the offices of the Commission on Occupational Education Institutions.

This action taken by the Board of Trustees was made on the basis of three signed agreements from the States of Alabama, Mississippi, and Georgia. Letters of intent to join from Kentucky, Florida, Texas, and Michigan were also used as a basis for the decision. Verbal intent was received from the State of Virginia through their representative to the ad hoc Steering Committee. The letters of intent expressed the status of the agreements in the various states with the final decision for becoming a member resting in the official approving agencies with the states.

The first meeting of the Board of Directors of the Vocational-Technical Education Consortium of States is scheduled in Atlanta, Georgia for August 2 and 3, 1973. An agenda and details concerning the meeting will be

mailed to each State Director of Vocational Education which has designated a member and has officially filed letters of intent or signed agreements. Appendix "F" of this report is a copy of the official agreement form and organizational structure for the Vocational-Technical Education Consortium of States.

APPENDIX "A"

PROGRAM FOR A CONFERENCE FOR INTERESTED STATES

THE EDUCATIONAL CONSORTIUM: AN EFFORT TOWARD ACCOUNTABILITY?

A Conference for Interested States

Sheraton-Biltmore Hotel
Atlanta, Georgia
April 3-5, 1973

Sponsored by
The Southern Association of Colleges and Schools'
Commission on Occupational Education Institutions
and the
Florida Research and Development Program

APPENDIX "B"

PERSONS ATTENDING THE MULTI-STATE CONSORTIUM CONFERENCE

SOUTHERN ASSOCIATION OF COLLEGES AND SCHOOLS

795 Peachtree Street • Atlanta, Georgia 30308

Phone 875-8011 Area Code 404

PERSONS ATTENDING THE MULTI-STATE CONSORTIUM CONFERENCE

ALABAMA

Mr. Hubert Worthy
Branch Director
State Technical Institutes
State Department of Education
Montgomery, Alabama 36104

Mr. James Kendrick
Curriculum Specialist
Room 855
State Department of Education
State Office Building
Montgomery, Alabama 36104

Dr. Ralph M. Savage
Assistant Director of Higher
Education Branch
State Department of Education
Montgomery, Alabama 36104

Mrs. V. Divine Bauer
State Supervisor of Health
Occupation Education
State Department of Education
Montgomery, Alabama 36104

Mrs. Jessie Sue Smith
Instructional Materials Specialist
Home Economics Education
State Department of Education
Montgomery, Alabama 36104

COLORADO

Dr. Ivan E. Valentine
Professor of Vocational Education
Department of Vocational Education
Colorado State University
Fort Collins, Colorado 80521

FLORIDA

Dr. Glen C. Shinn
Project Director
Florida Project Agriculture
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Miss Lucy C. Robinson
Assistant Administrator and
AREA I Supervisor
Business Education
State of Florida
Department of Education
Tallahassee, Florida 32304

Miss Gail Trapnell
Assistant Administrator and
AREA I Supervisor, Distributive
Education - State of Florida
Department of Education
Tallahassee, Florida 32304

Mr. Robert E. Collard
Consultant, Industrial Education
State of Florida
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(continued)

PERSONS ATTENDING THE MULTI-STATE CONSORTIUM CONFERENCE

FLORIDA (continued)

Dr. Roy Giehls
Consultant - Vocational Research and Evaluation Function
State of Florida
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Tallahassee, Florida 32304

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Coordinator for Research and Development in Assessment
State of Florida
Department of Education
Tallahassee, Florida 32304

Mr. W. R. Jeffries
Assistant Administrator
Agricultural Education
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Department of Education
Tallahassee, Florida 32304

Dr. Delmar R. Miller
Assistant Administrator
Health Occupations Education and Consultant, Dental Related Education
State of Florida
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GEORGIA

Dr. George L. O'Kelley, Jr.
Chairman, Division of Vocational Education
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Mr. Paul Scott
Director - Occupational Research Coordinating Unit
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Dr. Floyd McKinney, Director
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Capitol Plaza Towers
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(continued)

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Mr. Robert Spillman
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(continued)

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Memphis, Tennessee 38128

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VIRGINIA

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Test Measures Specialist
Vocational-Education Evaluation Project
Virginia Polytechnic Institute & State University
Blacksburg, Virginia 24061

Dr. J. Dale Oliver
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Virginia Polytechnic Institute & State University
Blacksburg, Virginia 24061

(continued)

PERSONS ATTENDING THE MULTI-STATE CONSORTIUM CONFERENCE

VIRGINIA (continued)

Mr. Carl Jorgensen
Coordinator of Vocational-Education
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State Department of Education
Richmond, Virginia 23216

No Address Provided For Persons Named Below:

Dr. Bill Castine

&

Mr. Robert Mabry

SPEAKERS

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Contract Administrator
State of Florida
Department of Education
Tallahassee, Florida 32304

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Director of Project Career
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Randolph, Massachusetts 02368

Dr. Wallace H. Hannum
Assistant Professor
Department of Educational Research
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Florida State University
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Tallahassee, Florida 32301

Dr. Leon M. Lessinger
Dean - College of Education
University of South Carolina
Columbia, South Carolina 29208

Dr. Robert F. Mager
Mager Associates
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Loa Altos Hills, California 94022

PERSONS ATTENDING THE MULTI-STATE CONSORTIUM CONFERENCE

SPEAKERS (continued)

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Managing Director of Aerospace Education Foundation
Aerospace Education Foundation
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Washington, D.C. 20006

Mr. James H. Straubel
Executive Director of the Air Force Association and the Aerospace Education Foundation
1750 Pennsylvania Avenue, N.W.
Washington, D. C. 20006

SOUTHERN ASSOCIATION STAFF MEMBERS IN ATTENDANCE

Dr. B. E. Childers
Executive Secretary
Commission on Occupational Education Institutions

Mr. Ben A. Hirst, Jr.
Project Director
Commission on Occupational Education Institutions

Mrs. Ben A. Hirst, Jr.
Consultant to Project Director
Commission on Occupational Education Institutions

Mrs. Marian Lord
Assistant Director of Information Services
Central Staff

Dr. Felix C. Robb
Director
Southern Association of Colleges and Schools

Mr. Ross Tucker
Director of Information Services
Central Staff

APPENDIX "C"

MOTIONS AND ACTIONS OF THE CONFERENCE

SOUTHERN ASSOCIATION OF COLLEGES AND SCHOOLS
795 Peachtree Street • Atlanta, Georgia 30308
Phone 875-8011 Area Code 404

MOTIONS AND ACTIONS OF THE CONFERENCE

April 5, 1973

1. A motion was made that a steering committee be appointed with one member representing each of the interested states appointed by the State Director of Vocational Education to serve as an interim committee to work out details concerning the consortium.

   Motion Made By - Charles Rogers

   Motion Seconded By - Lucy Robinson

   The motion was passed by unanimous vote.

2. A motion was made that the group report be summarized and that a copy of the report be mailed to the state directors so that consideration might be made of the remarks of the deliberation of the Conference.

   Motion Made By - Dr. Ralph M. Savage

   Motion Seconded By - Mr. Claude Eldridge

   The motion was passed by unanimous vote.

3. A motion was made that the response date to the proposed agreement form and organizational

structure from the State Directors be advanced from April 16 to May 1.

Motion Made By - Gail Trapnell

Motion Seconded By - Carl Jorgensen

The motion was passed by unanimous vote.

4. A motion was made that the Conference go on record as favoring the formation of a consortium for the production of performance objectives and criterion-referenced measures in Occupational Education.

Motion Made By - Jim Wall

Motion Seconded By - Charles Rogers

The motion was passed.

5. Recommendations were made by three of the groups that Southern Association of Colleges and Schools, Commission on Occupational Education Institutions be the administering agency.

-#-

APPENDIX "D"

RECOMMENDED CHANGES IN THE TENTATIVE ORGANIZATIONAL STRUCTURE AND AGREEMENT FORM FOR THE FORMATION OF A MULTI-STATE CONSORTIUM

SOUTHERN ASSOCIATION OF COLLEGES AND SCHOOLS

795 Peachtree Street • Atlanta, Georgia 30308

Phone 875-8011 Area Code 404

RECOMMENDED CHANGES IN THE TENTATIVE ORGANIZATIONAL STRUCTURE AND AGREEMENT FORM FOR THE FORMATION OF A MULTI-STATE CONSORTIUM

INTRODUCTION

The following list of remarks were collected from groups asked to review and criticize the Agreement Form and Organizational Structure for the proposed consortium. They have been organized by sections of the report and have not been repeated when a remark appeared more than once. We hope these remarks and criticisms will assist you as you make your state deliberations and recommendations.

PART I. Proposed Consortium Agreement

Change catalog of performance objectives to "Technical Performance Guide." (Throughout Document).

Provisions for copywriting should be more flexible so that each state may relate to their own laws, regulations, etc. (Point (5), page 2). Define the terms in the agreement i.e. Institution, Agency, Etc. (Throughout).

Fees for new membership, after the initial period of entrance will be set by the Board of Directors rather than by statement in agreement. (Point (8), page 3).

Do not need Statement (6) page 3. An implied responsibility of the Board of Directors.

Add: (Point (2) page 3).
Also previously developed material.

Alternate date is needed - point (8), page 4.

Delete sentence in point (3), page 4 cited in parenthesis.

Provisions are needed for amending the contract.

Annual fee structure should be a variable to take advantage of savings and/or added costs.

Provisions should be made for reports from the consortium to state auditors in addition to other auditing features of the agreement.

Date for payment of initial fee should be moved to September 1, 1973.

Southern Association of Colleges and Schools should maintain a close association with USOE in regard to the curriculum being developed in business and office education K-12.

The portions of the agreement form (point 4 and 5, page 2) needed to be more specific.

Point (9), page 3, is not clear---needs some attention.

Point (2) page 3 is not clear ---needs some attention.

The dissemination and in-service responsibility belongs to the state (point (6) and point (7) page 4) and needs to be spelled out in each state.

What is the exact beginning date of the Consortium?

Point (5), page 2, needs clarification.

Point (2), page 3, needs clarification.

Has the AAVIM or the Educational Testing Service been contacted by Southern Association of Colleges and Schools for participation.

A standard proposal format is needed.

Relationships of the Consortium with regional curriculum centers needs to be explained.

Will material already developed by a state be modified to meet a pre-determined standard? (What about duplicated time & money?)

The group feels that charter membership carries with it the right of exclusion. Points 6, (8), and (9), page 3 should be more restrictive.

The provisions of the performance contracts among the member states needs to be spelled out.

What rights would a state have if it stayed in the Consortium for two years and dropped out?

A letter of intent might be forthcoming within a 10-day period in lieu of a State Director being able to make a commitment on an approval basis within the same period of time because of internal organization.

PART II. Introduction To Proposed Organizational Plan

Will the effort of the Consortium duplicate USOE work?

Review of the current status of performance-based instruction may or may not take one year.

There needs to be an identification of specific returns expected the first year so that a basis of planning could be used for the second year.

Strengthen staff position for continuous updating and revision of catalogs. Three to five year pertchart needed.

Are we going far anough? We need a delivery system that includes instructional modules and/or learning activities.

Why wasn't document made available at first session of the conference? Unfair to participants.

Purpose of the consortium management study should include a broader role for the Consortium than just catalogs of performance objectives and criterion-referenced measures.

PART III. The Role Of The Administering Agency

There seems to be some confusion regarding who is in control---the Board of Directors or the Administering Agency,(page 11).

No advantage appears to exist for "lowest cost" in producing products of the consortium, (page 11).

More detailed information is needed regarding consultative services (page 12).

Members of the committee not sure that consortium is adequate vehicle.

Agency cannot be chosen until Board of Directors is appointed----some states will not appoint member until agency is determined (page 11).

Southern Associaiton of Colleges and Schools is the recommended agency.

Temporary board could be established so questions can be answered,(page 11).

If non-governmental administering agency required, this would eliminate USOE, RCU, Universities, Etc. (page 11).

PART IV. The Board of Directors For The Proposed Consortium

Staffing patterns and job descriptions should be policy decision of the board (page 14).

Appointment of additional board members needs to be clarified, (page 15).

Specify total number on the board, (page 15).

Preplanned agenda should be mailed to the board--Items coming up for vote should be included,(page 15).

States should be permitted to send proxy representative, (page 16).

Advisory committee membership should be determined by the Board of Directors, not the USOE clusters, (page 16).

What providions would keep agencies from out-numbering states? (page 14).

Strike out sentence, "This representative may be the State Director of Vocational Education." (page 15).

Mandate stagered terms for board members.

Could there be more than 1 representative from each state?

What would be the feature of the Advisory Committee? (page 16).

PART V. The Role and Scope of the Central Staff

Staff needs some clarification. Is the staff the ultimate or needs shown for the first day of operation.

May be premature to spell out quantity of central staff and their specific responsibilities.

Where is in-service to be implemented? (page 19 under Technical Specialist).

Need specific statement of purpose for the consortium. Clear goals and objectives.

If catalogs of performance objectives and criterion-referenced measures can be purchased by non-member states, then membership may be discouraged.

Southern Association Of Colleges and Schools
Commission On Occupational Education Institutions
795 Peachtree Street, N.E.
Atlanta, Georgia 30308

A PROJECT FOR THE DEVELOPMENT OF A
MULTI-STATE CONSORTIUM FOR THE PRODUCTION OF
PERFORMANCE OBJECTIVES AND CRITERION MEASURES IN
OCCUPATIONAL EDUCATION, FLORIDA DEPARTMENT OF EDUCATION
GRANT NUMBER S.D.E. 730-073

Tentative Agreement Form and Organizational Structure For A Multi-State Consortium To Produce Performance Objectives And Criterion-Referenced Measures In Occupational Education

March, 1973

ACKNOWLEDGEMENTS

The material presented in this report was developed through the efforts of several people. Appreciation is extended to Dr. Bob Childers, Executive Secretary, Commission on Occupational Education Institutions, Southern Association of Colleges and Schools, Dr. Roy Giehls, Consultant, Research and Development, Division of Vocational Education, Florida State Department of Education, Mr. John Healy and Mr. G. L. Anderson, Florida Research and Development Program, Florida State Department of Education. Their suggestions, patience, and guidance contributed a great deal to the content of this tentative report.

Appreciation and recognition is extended to Dr. Richard B. Lancaster's study, Conflict in Interinstitutional Cooperation. His recommendations were considered in the development of the "Proposed Organizational Plan" and should result in a positive control and direction of inter-organizational conflict should the Consortium be formed.

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PART I

PROPOSED CONSORTIUM AGREEMENT

MULTI-STATE CONSORTIUM FOR
THE PRODUCTION OF PERFORMANCE OBJECTIVES
AND CRITERION-REFERENCED MEASURES IN
OCCUPATIONAL EDUCATION

CONSORTIUM AGREEMENT

This AGREEMENT is made this _____ day of _____, 19___, by and between the State of _____ and administering agency. Provisions and conditions of the AGREEMENT are to be administered through the administering agency by the CONSORTIUM Board of Directors.

GENERAL CONDITIONS OF THE AGREEMENT

(1) The AGREEMENT is for a period of one (1) year and will be renegotiated annually within sixty (60) days of its termination.

(2) The accounting of all monetary receipts and disbursements under the provisions of this AGREEMENT will be through the administering agency. An annual audit will be made by a certified public accounting firm selected by the administering agency.

(3) The professional personnel of the central staff and the Board of Directors of the CONSORTIUM will meet the requirements set forth in the Organizational Structure Plan, the content of which is hereby made applicable to this AGREEMENT.

(4) All materials produced by the efforts of the CONSORTIUM or those developed as a part of the membership requirements become the property of all states that are members of the CONSORTIUM. Such materials will be sold, exchanged, or otherwise controlled by the Board of Directors.

(5) All materials produced through the efforts of the CONSORTIUM will be copyrighted by the state or agency producing the material with privileges granted to the CONSORTIUM members for reproduction and use in their educational programs. Any royalties realized by the sale of materials produced by the CONSORTIUM will be placed in a contingency fund for the purpose of updating and revising the catalogs. Other uses of the funds may be granted by a 2/3 vote by the Board of Directors based on a recommendation by its Executive Director.

(6) Utilization of unexpended funds will be determined by the Board of Directors of the CONSORTIUM.

(7) The initial period of membership will be open from _____ _____ through _____ and will be closed until a new membership acceptance period is determined by the Board of Directors of the CONSORTIUM.

(8) States or institutions desiring to join the CONSORTIUM must request admittance at least thirty (30) days prior to the acceptance period established by the Board of Directors of the CONSORTIUM. New members must agree to pay an entrance fee consisting of their proportional share of the prior year's costs of the CONSORTIUM operation plus the annual membership fee.

(9) The Board of Directors of the CONSORTIUM, through its Executive Director, will notify all states which are not members at least ninety (90) days prior to the acceptance period so that they may exercise their right to join.

STATE OR AGENCY RESPONSIBILITIES

A state or agency member of the CONSORTIUM agrees to the following conditions:

(1) to develop assigned and/or selected catalogs of performance objectives and criterion-referenced measures under provisions of a standard performance contract adopted by the Board of Directors of the CONSORTIUM. The cost of these projects will be borne by the member state or agency and will provide the primary financial input of the state or agency.

(2) to contribute to the computer-based collection any performance objectives and criterion-referenced measures in Occupational Education already developed or under development. This collection will be available to all members of the CONSORTIUM.

(3) to participate in the selection of various committees within each state or agency to conduct validation, dissemination, and implementation activities concerning products of the CONSORTIUM.

(4) to select an existing staff member or to employ a new staff member to serve as Technical Coordinator on a full-time basis within the state or agency. (Duties and responsibilities are elaborated in the Organizational Structure Plan section of this AGREEMENT.)

(5) to provide one (1) voting representative from the state or agency to serve as a member of the Board of Directors of the CONSORTIUM. (Membership qualifications and responsibilities are provided in the Organizational Structure Plan attached as a part of the AGREEMENT.)

(6) to develop and implement a comprehensive plan for the dissemination of materials developed and distributed by the CONSORTIUM effort.

(7) to develop and implement a comprehensive plan of pre-service and in-service teacher education concerning the proper utilization and implementation of products produced by the CONSORTIUM effort.

(8) to pay an annual fee for operation of the CONSORTIUM. The initial fee will be $_____ per state or agency payable within sixty (60) days of the beginning of the fiscal year 1973-1974.

CENTRAL CONSORTIUM STAFF RESPONSIBILITIES

The Board of Directors, through their Executive Director and the Central Staff of the CONSORTIUM, will provide the following services to the members:

(1) technical assistance in the development of proposals, catalogs of performance objectives, and criterion-referenced measures in Occupational Education.

(2) continuous training programs for the Technical Coordinator in each state or agency to direct, manage, and monitor CONSORTIUM projects within the particular state or agency for the express purpose of assuring quality control and developmental validity.

(3) assistance to the member state or agency in the design and implementation of in-service training programs, dissemination models. (At least one conference, broadly based, will be conducted annually to assist in this activity.)

(4) performance contracts for each project in a state or agency which provides product time frames, procedural activities, validation measures and activities, field testing, evaluation of the product, and coding for computer application.

(5) performance contract management assistance and technical consultation throughout the projects.

(6) administration and coordination of projects and the development of finished materials. Activities will be essentially handled through the Technical Coordinator in each state or agency.

(7) continuous research in the areas of performance objectives, criterion-referenced measures, and educational consortia or agency.

(8) computerization of performance objectives and criterion-referenced measures in Occupational Education.

(9) contract with existing curriculum laboratories and/or private printing firms for high quality, loose leaf, mass produced catalogs of performance objectives, criterion-referenced measures, and limited instructional aids such as transparency masters, charts, figures, sketches, and graphs.

(10) development of coalitions with business, industry, and other private agencies or foundations to support efforts of the CONSORTIUM.

(11) contingency fund for the primary purpose of updating and revising the catalogs of performance objectives and criterion-referenced measures.

(12) technical assistance and emergency financial aid to states or agencies which cannot achieve their contracted obligation for a project due to unforeseen problems. (The analysis of the emergency will be the responsibility of the CONSORTIUM staff; the decision on emergency financial assistance will rest with the Board of Directors.)

The agreement forms will be received and processed by the Executive Director of the CONSORTIUM, reviewed by the Staff, and approved by the Board of Directors.

A state or agency may cancel the AGREEMENT by giving written notice at least sixty (60) days prior to a regular business meeting of the Board of Directors. Membership fees will not be refunded. The state or agency will be entitled to all services and products accrued through the date of the withdrawal. The Board of Directors of the CONSORTIUM may cancel an agreement if a state or agency does

not meet all the conditions of the AGREEMENT and/or does not develop projects under the conditions of the performance contract. The same written notice will be afforded the state or agency by the Board of Directors which applies to the cancellation of an AGREEMENT by a state or agency.

_____	_____
Director of Administering Agency	State Contracting Official
_____	_____
Chairman of the Board of Directors	Director of Vocational Education
_____	_____
Executive Director of the CONSORTIUM	Agency Director or President
	_____
	Legal Officer of State or Agency
	_____
	Notary Public

PART II

INTRODUCTION TO PROPOSED ORGANIZATIONAL PLAN

INTRODUCTION

The following tentative organizational structure is proposed to create a broad-based policy and decision-making body for operation of the Consortium to Produce Performance Objectives and Criterion-Referenced Measures in Occupational Education. This structure is recommended until such time as an in-depth study of the organizational structures and management procedures of currently operating educational consortia is completed. The study will also indlude an analysis of educational consortia which, for one reason or another, are no longer operational. The results of this study will include additional organizational recommendations to the policy-making body for their consideration. The primary emphasis of the study will be five-fold:

(1) to develop and recommend a structure and management process designed to facilitate the development of performance objectives and criterion-referenced measures in Occupational Education

(2) to assure that the procedures, policies, and practices of the consortium are developed and administered through a broadly representative body

(3) to assure that the management structure adopted for the consortium is based on the accountability processes developing in education, i.e., performance contracting, independent achievement audits, third party assessment, etc.

(4) to provide structural and management roles of all the groups forming the consortium so that conflict which develops can be properly resolved

(5) to assure that the management process recommended has as a chief emphasis a high degree of responsiveness by the Board of Directors and Central Staff to the needs of the consortium members

Additional input will be obtained from the conference participants and cooperating states during a meeting in Atlanta, Georgia, beginning on April 3 and extending through April 5, 1973. When the results of the comprehensive study are complete, the Board of Directors will have the opportunity to review, alter, and either accept or reject the procedures and structure recommended. They may require additional study or adopt a different structure and management process.

PART III

THE ROLE OF THE ADMINISTERING AGENCY

THE ROLE OF THE ADMINISTERING AGENCY

The administering agency must have a recognized capability to perform the developmental, coordination and administration activities required by the consortium. In addition, the administration agency must have sound contacts within the area served by the membership of the consortium and at the national level. These contacts should be such that they facilitate the purposes and functions of the consortium. The administering agency must be non-governmental and non-profit with a capability to provide the basic needs of the consortium at the lowest cost. The administering agency must possess a comprehensive involvement in Occupational Education demonstrated by past activities and interests.

Responsibilities of the Administering Agency

The primary responsibility of the administering agency is to provide a base of operation for the consortium. The administering agency will be selected by the Board of Directors from those agencies which are nominated from the floor of the conference April 3-5, 1973 in Atlanta, Georgia. Those agencies nominated will be asked, in writing, if they desire to provide the operating base for the consortium. The results of these inquiries will become a part of the third report of the project with the selection of an agency made by a poll of those who will form the Board of Directors. The selection will be made based upon the criteria identified in the Role of the Administering Agency (preceding this part of the report).

Fiscal Control and Auditing

The administering agency will serve as fiscal agent for the consortium. All receipts and dispersements will be through the established procedures of the administering agency. Expenditures and receipts will be audited, by a firm designated by the administering agency, on an annual basis.

Consultation Services

The administering agency will provide, upon request, consultative services from its staff members to the Board of Directors and the Executive Director of the consortium. Such consultative assistance will be provided on the basis of staff availability and in each case upon a request by the Board of Directors or its Executive Director. The nature of the consultative services will be for educational contacts, proposal development, program development and other related activities vital to the success of the consortium.

PART IV

THE BOARD OF DIRECTORS

FOR THE PROPOSED CONSORTIUM

THE BOARD OF DIRECTORS FOR THE PROPOSED CONSORTIUM

The Role of the Board of Directors

The Board of Directors is a representative body which has as its primary function to serve as the policy-making body for the consortium and is the chief source of direction and development of the consortium. Its policies are carried out by its Executive Director who serves as the administrative officer. The Board of Directors reviews and adjusts the budget, determines priority of expenditures, recommends employees to the administering agency.

Membership of the Board of Directors

The membership of the Board of Directors consists of one (1) person from each paying member state or agency. The head of the administering agency or his designated representative serves as an ex officio member but does not have voting privileges. The Executive Director completes the make-up of the Board of Directors and serves as the administrator for the consortium but does not exercise voting privileges.

Qualifications of the Board Members

The qualifications of the members of the Board of Directors are not rigid. Members should have experience in curriculum development and/or related research in Occupational Education. As a representative of a state or agency, the member must be appointed by a person designated as the State Director of Vocational Education in their State Plan for Vocational Education or the appropriate

head of the agency. This representative may be the State Director of Vocational Education. Other members may be appointed to the Board of Directors by a two-thirds vote of the total membership. The Executive Director of the Board of Directors shall meet the qualifications for the position established by the administering agency.

Length of Terms for Board of Directors

The length of term, replacement of representatives, and other matters regarding the membership of the Board of Directors will be determined as the consortium develops. These items will be described in detail and will become a part of the Board of Directors' operating policies.

Schedule of Meetings

The Board of Directors and its Executive Director will set the number and regularity of meetings. In the beginning, meetings will, by necessity, be more frequent but should diminish to the minimum of at least one per quarter. Additional meetings may be called by a majority of the Board of Directors or its Chairman in cooperation with the Executive Director.

Attendance of Meetings

The meetings will be called sufficiently in advance to allow for each member to attend. Continuity and understanding of previous actions of the Board of Directors is vital to the efficient conduct of business for this type of consortium. Because of the need for continuity and the understanding of

previous decisions, no substitutes will be accepted for attendance during called business meetings of the Board of Directors.

Advisory Committee

The Board of Directors will appoint advisory committees or ad-hoc committees representing business and industry as the need for such committees arises. A general advisory committee will be appointed within the first twelve months which will be representative of the major divisions of business and industry as identified in the cluster designations published by the U. S. Office of Education.

PART V

THE ROLE AND SCOPE OF THE CENTRAL STAFF

THE ROLE AND SCOPE OF THE CENTRAL STAFF

Executive Director--Duties and Responsibilities

The Executive Director serves as a member (ex officio) of the Board of Directors and is the chief administrative officer of the consortium. He carries out the policies of the Board of Directors and selects and recommends personnel to the Board of Directors who, in turn, make their recommendations to the administering agency. He develops budgets for presentation to the Board of Directors for their review, modification, and adoption. The Executive Director has as a primary function the development of coalitions with agencies, business, and industry outside the consortium which may enhance, strengthen, and support the objectives of the consortium.

Initial Central Staff Requirements

The following staff requirements will facilitate the early operations of the consortium with additional staff to be determined by the Board of Directors:

(1) Administrative Assistant--Duties and Responsibilities:

This staff member is responsible for the conduct of administrative details concerning the operation of the consortium. He is responsible for the selection and development of clerical staff and assists in the development of in-service training of the technical specialist in each of the states or agencies making up the consortium.

(2) Technical Specialist -- Duties and Responsibilities:

These persons (2) have responsibility for technical direction and assistance to the technical coordinators in each state or agency belonging to the consortium. Their primary responsibility is to assist the states in technical areas during the process of developing performance objectives and criterion-referenced measures in Occupational Education and to assure a high level of quality. They plan and organize in-service training programs for the technical coordinators in each state and agency so that uniform technical competence and procedures are applied to each project. Their relationship is that of technical assistance, problem solving, and inter-state project coordination. The qualifications require experience in performance objectives and criterion-referenced measures development.

(3) Research Specialist:

The research specialist conducts continuous research in the performance objective and criterion-referenced measures domain. This person monitors and supervises the computer-base of the project and works with the states and agencies on the dissemination of material. He selects and monitors the contracts for material development and production through curriculum laboratories and/or printing firms. Special qualifications require past experience in the computer applications to educational research and experience in curriculum development.

(4) Technical Coordinator:

This person should be an employee of each state or agency belonging to the consortium. The Technical Coordinator supervises and directs all consortium projects within the state and serves as a technical resource and project monitor.

The Technical Coordinator participates in the in-service training programs organized and conducted by the central staff of the consortium. This person also is responsible for reviewing and transmitting products and reports developed within the state or agency to which he belongs. The Technical Coordinator is not responsible to the Central Staff of the consortium. He is, however, responsive to the needs of the consortium staff.

(5) Secretarial and Clerical Staff:

These employees will be selected as needed and may be full time, part time, or hourly employees. It is anticipated that a minimum of two full-time secretarial employees and one full-time clerical employee will be needed to begin the activities of the consortium.

APPENDIX "E"

MINUTES AND AGENDA OF THE

AD-HOC STEERING COMMITTEE

SOUTHERN ASSOCIATION OF COLLEGES AND SCHOOLS

795 Peachtree Street, N.E. • Atlanta, Georgia 30308

Phone 875-8011 Area Code 404

AD-HOC STEERING COMMITTEE TO FORM
MULTI-STATE CONSORTIUM TO PRODUCE CATALOGS
OF PERFORMANCE OBJECTIVES AND CRITERION-REFERENCED
MEASURES IN OCCUPATIONAL EDUCATION

FIRST MEETING
(May 30, 1973)

A G E N D A

9:00 a.m. FIRST SESSION ----- LARGE CONFERENCE ROOM
SACS OFFICES
795 PEACHTREE STREET
ATLANTA, GEORGIA 30308

PROGRESS REPORT OF PROJECT ACTIVITIES
BEN A. HIRST, JR., PROJECT DIRECTOR

ELECTION OF CHAIRMAN, VICE CHAIRMAN

DISCUSSION OF PROPOSED AGREEMENT FORM
ELECTED CHAIRMAN
PRESIDING

12:00 NOON LUNCH

1:30 SECOND SESSION ----- LARGE CONFERENCE ROOM
SACS OFFICES
ELECTED CHAIRMAN PRESIDING

DISCUSSION OF PROPOSED ORGANIZATIONAL
STRUCTURE

(continued)

A G E N D A
STEERING COMMITTEE
MULTI-STATE CONSORTIUM
(continued):

RECOMMENDED CHANGES TO AGREEMENT FORM
AND ORGANIZATIONAL STRUCTURE

PROGRESS REPORT ON A MANAGEMENT MODEL BEING
DEVELOPED FOR CONSIDERATION OF THE
BOARD OF DIRECTORS FOR THE PROPOSED
CONSORTIUM

BEN A. HIRST, JR.
PROJECT DIRECTOR

SHORT RANGE PLANNING SUBSEQUENT TO THE
NAMING OF THE BOARD OF DIRECTORS FOR
THE PROPOSED CONSORTIUM

OTHER BUSINESS

4:30 p.m. ADJOURN

MINUTES OF THE AD HOC STEERING COMMITTEE FOR THE FORMATION OF A MULTI-STATE CONSORTIUM TO PRODUCE CATALOGS OF PERFORMANCE OBJECTIVES AND CRITERION-REFERENCED MEASURES IN OCCUPATIONAL EDUCATION

FIRST MEETING
MAY 30, 1973

PERSONS ATTENDING:

Mr. Tom Hindes, Director
T & I Instructional Material Laboratory
The Ohio State University
Columbus, Ohio 43210

Mr. Lloyd Ponder, Director
Natchitoches Trade School
P.O. Box 657
Natchitoches, Louisiana 71457

Dr. Roy Giehls, Consultant
Vocational Research & Evaluation Function
State of Florida
Department of Education
Tallahassee, Florida 32304

Mr. Robert Spillman, Coordinator
Career Education Curriculum Development Center
Department of Vocational Education
University of Kentucky
Lexington, Kentucky 40506

Dr. J. Dale Oliver, Director
Vocational Education Evaluation Project
Division of Vocational and Technical Education
Virginia Polytechnic Institute & State University
Blacksburg, Virginia 24061

Mr. Paul Scott, Director
Occupational Research Coordinating Unit
State Department of Education
Room 250
State Office Building
Atlanta, Georgia 30334

Miss Ruth Stovall, Branch Director
Program Services
Division of Vocational, Technical, and Higher Education
State Office Building
Montgomery, Alabama 36104

Mr. Dan Brown, Assistant Professor
University of Michigan
60 Farnsworth
Detroit, Michigan 48202

Dr. James Shill, Co-Director
Research Coordinating Unit of CCU
Mississippi State University
State College, Mississippi 39762

Mr. Hoyt Byrd, Chief Consultant
Division of Public School Occupational Programs
Texas Education Agency
201 E. 11th Street
Austin, Texas 78711

Dr. Robert D. Childs, Chief
Curricular Materials and Civilian Agencies Branches
Community College of the Air Force
Randolph Air Force Base
San Antonio, Texas 78148

Mr. Phillip Bailey
Supervisor - Secondary Unit
Vocational Education and Career Development Service
Box 928
Michigan Department of Education
Lansing, Michigan 48904

Mr. Ben A. Hirst, Jr., Project Director
Commission on Occupational Education Institutions
Southern Association of Colleges and Schools
795 Peachtree Street
Atlanta, Georgia 30308

Dr. Felix Robb, Director
Southern Association of Colleges and Schools
975 Peachtree Street
Atlanta, Georgia 30308

Mrs. Gail Deel, Secretary
to Mr. Ben A. Hirst, Jr.
Project Director
Commission on Occupational Education Institutions
Southern Association of Colleges and Schools

The meeting was called to order at 9:30 a.m. after a short delay for members to arrive from the airport.

Welcome and General Comments

Dr. Felix Robb, Director
Southern Association of Colleges and Schools

Dr. Robb reported to the committee concerning a brief history and development of the Commission on Occupational Education Institutions and how it became interested in and involved in the development of the CONSORTIUM. Dr. Robb

stated that this effort could well provide the next major thrust in Vocational Education in this country. He pointed to the economic and social conditions which tend to support a stronger movement toward better programs of higher quality in Vocational Education. The concerns on the part of the public regarding educational accountability were mentioned by Dr. Robb as a major thrust supporting the efforts of this CONSORTIUM. He challenged the Committee to organize itself and to develop a viable force for improving Occupational Education in the South and the Nation as well.

Progress Report of Project Activities

Ben A. Hirst, Jr., Project Director

A progress report was given to the committee covering the major events and activities of the Project Director since March 14, 1973.

State Visitations

Fifteen interested states have been visited and have been invited to participate in the activities of the proposed CONSORTIUM. Reports have been filed listing the states visited, the persons contacted and briefed and those receiving copies of the project reports.

Community College of the Air Force and Air Training Command

Two separate visits were conducted. One taking place on March 15, 1973 and a two-day visit on May 14 and May 15. The purpose of these visits were discussed with particular emphasis on the computerized task analysis being used by the Air Force

and the availability of the routine for the CONSORTIUM uses.

"Project Career," Randolph, Massachusetts

A presentation of this visit was made with results and findings discussed with the ad hoc Committee. Some of the activities of "Project Career" will contribute to the activities of the CONSORTIUM, in particular the emphasis on disadvantaged and handicapped learners.

Presentation of the CONSORTIUM idea was made by the Project Director to Occupational Education Advisory Committee, Commission on Occupational Education Institutions in Washington, D.C. on May 3, 1973. The same presentation was made to the Southwide Research Coordinating Council for Occupational Educators in San Antonio, Texas on May 16, 1973. A similar presentation was given to the Business and Industry Advisory Board of the Commission on Occupational Education Institutions and to the Regional Career Education Curriculum meeting in Atlanta, Georgia, May 21, 1973.

Projected activities of the Project Director were discussed which included planned visits to the Educational Testing Service, Princeton, New Jersey and the Western Interstate Commission on Higher Education (WICHE) for the purpose of collecting information covering the activities and experiences of these agencies.

Other Planned Activities and Visitations

Wisconsin Consortium on Distributive Education
(time and place of meeting to be determined)

The purpose of this trip will be much the same as the visit to WICHE.

American Association of Vocational Instruction Materials
Athens, Georgia
(date of meeting to be determined)

The purpose of this meeting will be much the same as the visit to WICHE.

Human Resources Laboratory
Lackland Air Force Base
San Antonio, Texas
(date of meeting to be determined)

Election of Officers

The Committee elected Dr. Robert Spillman to serve as Chairman and Dr. Roy Giehls as Vice Chairman. Ben A. Hirst, Jr., was asked to serve as secretary to the Committee.

The proceedings of the meeting were then turned over to Dr. Spillman. The first item discussed was the administering agency. After a brief discussion, the following action was taken:

Motion

The Southern Association of Colleges and Schools, Commission on Occupational Education Institutions will be the administering agency, with the Agreement Form and Organizational Structure changed to reflect this action.

Motion made by: Mr. Lloyd Ponder
Seconded by: Miss Ruth Stovall
Show-of-hands vote: unanimous

Discussion of the Proposed Agreement Form

Dr. Spillman conducted the discussion and called for votes on issues as they came up during the revision process of the Agreement Form. Following are the actions and revisions of the Agreement Form made by the ad hoc committee:

The use of the word "catalog" to identify the product of the CONSORTIUM was discussed with the committee agreeing to continue the use of the term "catalog."

The projected flow chart for the "State of the Art" study was discussed by the Project Director, followed by a review of the process for developing catalogs which might be used. A process for catalog revision and updating was discussed and related to the Agreement Form.

Strike from the Agreement Form the term "or agency" where it appears and rework the first paragraph to include the Southern Association of Colleges and Schools, Commission on Occupational Education Institutions as administering agency hereinafter referred to as the administering agency.

General Conditions of the Agreement (changes)

Eliminate point five and point six under "General Conditions of the Agreement." Copyright question to be placed on the agenda for the first meeting of the Board of Directors.

The initial period of membership was set to begin on July 1, 1973 and close on September 30, 1973 listed as point seven in the Agreement Form under "General Conditions." The meeting adjourned for lunch at 12:05 p.m. and reconvened at 1:36 p.m.

Agreement Form Discussion Continued

Point 8 was changed in the last sentence to read: New members must agree to pay an entrance fee as determined by the Board of Directors.

State Responsbilities (changes)

Point 1 - "agreed upon" to be substituted for assigned and/or selected

Point 2 - "copies of" to be substituted for to the computer-based collection

Point 4 - add "and/or" after existing staff member

Point 8 - change to read:
to pay an annual fee for operation of the CONSORTIUM. The initial fee will be a maximum of $15,000.00 per state, payable within ninety (90) days of the beginning of the fiscal year, 1973-1974.

Consortium Staff Responsibilities (changes)

Eliminate word "central" from document and make reference to CONSORTIUM Staff or Staff of the CONSORTIUM.

Point 9 - After criterion-referenced measures, place a period and omit the remainder of the sentence.

Point 10 - after other and before private agencies, insert "public and/or."

Point 11 - eliminate the primary and insert "such" add an "s" on purpose and the word "as" before updating.

Insert the following statement before signature spaces:

"Whenever necessary, this Agreement may be amended with the mutual consent of the CONSORTIUM Board of Directors and the participating state(s)."

Eliminate the signature space identified for "agency director or president."

Eliminate Part II - Introduction to Proposed Organizational Plan.

Add to the Organizational Structure an Organizational Chart showing relationships of Board of Directors, administering agency and CONSORTIUM Staff.

Consent was granted by the Committee for the Project Director to reword "The Role of the Administering Agency" in keeping with the designation of Southern Association of Colleges and Schools, Commission on Occupational Education Institutions as Administering Agency.

Motion

A motion was made that invitations be extended to West Virginia, Maryland and Arkansas as potential members of the CONSORTIUM due to their geographic location and the expressed interest on the part of West Virginia.

Motion made by: Ruth Stovall
Seconded by: Tom Hindes
Passed by: voice vote

The Board of Directors For The CONSORTIUM (changes)

The role of the Board of Directors:

In the second sentence, after Executive Director, add "of the CONSORTIUM."

Membership of the Board of Directors

After the last sentence, add a new sentence to read:

> Non-voting members may be appointed to the Board of Directors upon the recommendations of the Executive Director of the CONSORTIUM and approval by the Board of Directors.

Qualifications of the Board Members

Rewrite whole section to read:

> Members should have experience in curriculum development and/or related research in Occupational Education. Membership on the Board of Directors shall be the person identified as the State Director of Vocational Education in the State Plan For Vocational Education or his selected designee.

Length of Term for Board of Directors

> No changes.

Schedule of Meetings

> No changes.

Attendance of Meetings

Rewrite to read as follows:

> The meetings will be called sufficiently in advance to allow for each member to attend. Continuity and understanding of previous actions of the Board of Directors is vital to the efficient conduct of business for this type of CONSORTIUM. Because of the need for

continuity and the understanding of previous decisions, only a predetermined alternate will be permitted to serve in the absence of a regular member of the Board of Directors. A quorum for transacting any business will consist of a simple majority of the voting members of the Board of Directors.

Advisory Committee

Rewrite to read as follows:

The Board of Directors will appoint advisory committees and/or ad hoc committees as the need for such committees arise. A general advisory committee from business and industry will be appointed within the first twelve months which will be representative of the various vocational service areas.

The Role and Scope of the Consortium Staff

Executive Director

Rewrite to read as follows:

Duties and Responsibilities

The Executive Director serves as a member (ex officio) of the Board of Directors and is the chief administrative officer of the CONSORTIUM. He carries out the policies of the Board of Directors and selects and recommends personnel to the Board of Directors who, in turn, make their recommendations to the administering agency. He develops budgets for presentation to the Board of Directors for their review, modification and adoption. The Executive Director has as a primary function the development of coalitions with agencies, business and industry outside the CONSORTIUM which may enhance, strengthen and support the objectives of the CONSORTIUM.

Motion

A motion was made that the qualifications of the initial CONSORTIUM Staff be spelled out in the revised form

and consent was granted to allow the Project Director to make the necessary changes to comply with Southern Association of Colleges and Schools, Commission on Occupational Education Institutions staffing patterns.

Motion made by: Dale Oliver
Seconded by: Lloyd Ponder
Passed by: voice vote

Motion

A motion was made that the upper limit for the state fee to join the CONSORTIUM be set at $15,000.00 rather than the previously approved figure of $18,000.00.

Motion made by: Ruth Stovall
Seconded by: Paul Scott
Passed by: voice vote

Other Business

Motion

A motion was made that the person representing a state and the designated alternate to the Board of Directors be named at the time the state chooses to join the CONSORTIUM and that this information be requested in the letter going out with the Agreement Form and Organizational Structure.

Motion made by: Hoyt Byrd
Seconded by: Dale Oliver
Ruth Stovall
Passed by: voice vote

Motion

A motion was made that a period of sixty (60) days be provided, beginning July 1, 1973 and ending August 31, 1973, for the purpose of advanced planning for the CONSORTIUM and

for recruitment of staff.

Motion made by: Dale Oliver
Seconded by: Phillip Bailey
Passed by: unanimous voice vote

The next meeting date was set for June 21, 1973, with Project Director and ad hoc Committee Chairmen to plan and send out agenda in advance.

Motion:

A motion was made that the meeting adjourn.

Motion made by: Dan Brown
Seconded by: Paul Scott
Passed by: voice vote

SOUTHERN ASSOCIATION OF COLLEGES AND SCHOOLS

795 Peachtree Street, N.E. • Atlanta, Georgia 30308

Phone 875-8011 Area Code 404

AD-HOC STEERING COMMITTEE TO FORM
A MULTI-STATE CONSORTIUM TO PRODUCE
CATALOGS OF PERFORMANCE OBJECTIVES AND
CRITERION-REFERENCED MEASURES IN
OCCUPATIONAL EDUCATION

AGENDA
SECOND MEETING

(JUNE 21, 1973)

9:30 a.m. FIRST SESSION

LARGE CONFERENCE ROOM
SOUTHERN ASSOCIATION
OF COLLEGES AND SCHOOLS
795 PEACHTREE STREET
ATLANTA, GEORGIA 30308

MR. ROBERT SPILLMAN, PRESIDING

DISCUSSION AND APPROVAL OF MINUTES
REVIEW AND MODIFY AND/OR ADD TO AGENDA
DISCUSSION OF TRIPS TO THE
EDUCATIONAL TESTING SERVICE (PERFORMANCE
OBJECTIVES)
HUMAN RESOURCES LABORATORY (TASK ANALYSIS)
WESTERN INTERSTATE COMMISSION ON
HIGHER EDUCATION (WICHE)

DEVELOP PLANS FOR SCREENING PERFORMANCE
OBJECTIVES AND CRITERION-REFERENCED MEASURES

12:30 p.m. LUNCH

1:30 p.m. SECOND SESSION

CONTINUE TOPIC COVERED BEFORE LUNCH

REVIEW PROPOSED BUDGET AND STAFFING PATTERN
AND MAKE NECESSARY ADJUSTMENTS

OTHER BUSINESS

DISCUSS THE ROLE OF THE BOARD
OF DIRECTORS AND STATE COORDINATORS

SCHEDULE OF NEXT MEETING

(WORK TO BE DONE BY COMMITTEE
MEMBER IN EACH STATE)

PROJECTED PROJECT ACTIVITIES

4:00 p.m. - ADJOURN

SOUTHERN ASSOCIATION OF COLLEGES AND SCHOOLS

795 Peachtree Street, N.E. • Atlanta, Georgia 30308

Phone 875-8011 Area Code 404

AD-HOC STEERING COMMITTEE TO FORM A MULTI-STATE CONSORTIUM TO PRODUCE CATALOGS OF PERFORMANCE OBJECTIVES AND CRITERION-REFERENCED MEASURES IN OCCUPATIONAL EDUCATION

MINUTES
SECOND MEETING

(JUNE 21, 1973)

The meeting was called to order, with Mr. Robert Spillman, Chairman, presiding. The minutes of the May 30 meeting were reviewed and approved. Those attending were as follows:

Mr. Robert Spillman, (Chairman)
Career Education Curriculum Development Center
Department of Vocational Education
University of Kentucky
Lexington, Kentucky 40506

Dr. Roy Giehls, Consultant (Vice-Chairman)
Vocational Research & Evaluation Function
State of Florida
Department of Education
Tallahassee, Florida 32304

Mr. Phillip Bailey
Supervisor of Secondary Unit
Vocational Education and Career Development Service
Box 928
Michigan Department of Education
Lansing, Michigan 48904

Mr. Hoyt Byrd, Chief Consultant
Division of Public School Occupational
Programs
Texas Education Agency
201 E. 11th Street
Austin, Texas 78711

Dr. Robert D. Childs, Chief
Curricular Materials and Civilian Agencies Branches
Community College of the Air Force
Randolph Air Force Base
San Antonio, Texas 78148

Mr. Ben A. Hirst, Jr.
Project Director
Commission on Occupational Education Institutions
Southern Association of Colleges and Schools
795 Peachtree Street,N.E.
Atlanta, Georgia 30308

Dr. J. Dale Oliver, Director
Vocational Education Evaluation Project
Division of Vocational and Technical Education
Virginia Polytechnic Institute & State University
Blacksburg, Virginia 24061

Mr. Paul Scott, Director
Occupational Research Coordinating Unit
State Department of Education
Room 250
State Office Building
Atlanta, Georgia 30334

Miss Ruth Stovall, Branch Director
Program Services
Division of Vocational, Technical, and Higher Education
State Office Building
Montgomery, Alabama 36104

Dr. James E. Wall
Director of Curriculum & Coordinating Units
Mississippi State University
State College, Mississippi 39762

Mrs. Gail W. Deel
Secretary to Mr. Ben A. Hirst, Jr.
Project Director
Commission on Occupational Education Institutions
Southern Association of Colleges and Schools
795 Peachtree Street, N.E.
Atlanta, Georgia 30308

The Chairman introduced Dr. James Wall to the group and each member identified themselves, explained their area of responsibility and named the state they represent.

The Chairman asked Ben Hirst to report on his activities and visits since the last meeting. The following items were discussed by Ben Hirst:

Educational Testing Service

The purpose of the visit was to review the activities of ETS in the area of performance objectives and criterion referenced measures. Dr. Raymond Wasdyke hosted the visit and set up meetings with major branch heads and other personnel in ETS having responsibilities in this area. Mr. Hirst reported on the competency certification and examination program for auto mechanics and policemen being developed and implemented by ETS. Also, a short discussion was given regarding the development of certification competencies for construction workers. Materials collected while in the ETS office were distributed and discussed with some possibilities for cooperation between the consortium and ETS.

Nashville State Technical Institute

The purpose of this trip was to discuss the feasibility of utilizing computer hardware and personnel for the functions of the consortium. The problem of computerizing performance objectives and criterion-referenced test items was reviewed and preliminary estimates of costs were discussed. Mr. James Marable, Head of the Department of Data Processing Technology was asked to accompany Mr. Hirst to the meeting in San Antonio.

Human Resourses Laboratory

This meeting was set up to review and discuss the computerized task analysis procedures used by the U. S. Air Force. A detailed discussion was given by Mr. Hirst with supporting handout material. The ad hoc Committee was very excited about the activity of the Air Force and the possibility of converting the system to civilian application.

Motion:

A motion was made that the ad hoc Steering Committee for the formation of the consortium meet in San Antonio for its next meeting and that in conjunction with regular business items a program be established which fully explains the Air Force system from task analysis to instructional utilization. The date of this meeting to be July 5 and 6th to be coordinated by Ben Hirst and Bob Childs.

Motion Made By: Phillip Bailey
Seconded By: Dale Oliver
Voice Vote: Unanimous

Mr. Hirst further explained the significance of a valid task analysis system and how it could be used to cut training costs, lengths of programs and make the instruction more relevent to the actual task done on the job. It was suggested by the ad hoc Committee that fundings for the conversion of the Air Force system, should it be adopted, might be obtained through proposals to the U. S. Office of Education or to interested foundations.

Western Interstate Commission For Higher Education

Mr. Hirst explained the operation of WICHE and how some of the problems faced by this organization had been solved. This effort (WICHE) had basically the same type of background in its early development. Mr. Hirst passed out copies of their Compact or agreement, WICHE By-Laws and other materials relative to the activities of WICHE. The personnel were very helpful and offered any assistance and advice that might be needed for the consortium effort. Mr. Hirst stated that the visit was particularly helpful because of the opportunity to meet with the head of a Consortium of Community Colleges which is operationally based in WICHE. The assistance given by this person was

particularly appropriate to the formation efforts of this consortium.

The committee agreed to delay action on the budget priorities, plans for screening existing performance objectives and criterion-referenced measures (setting the criteria) and the role of the state coordinators and Board of Directors until the next regular business meeting. It was suggested that the qualifications of the Executive Director be included in the next printing of the Agreement Form and Organizational Structure.

The ad hoc committee developed short-range activities for the consortium and charted these on the board. (See Attachment "A" for Activity Chart).

Motion:

A motion was made that each state send a letter as soon as possible in regarding the status of the agreement forms in their state. Send letters to Ben Hirst.

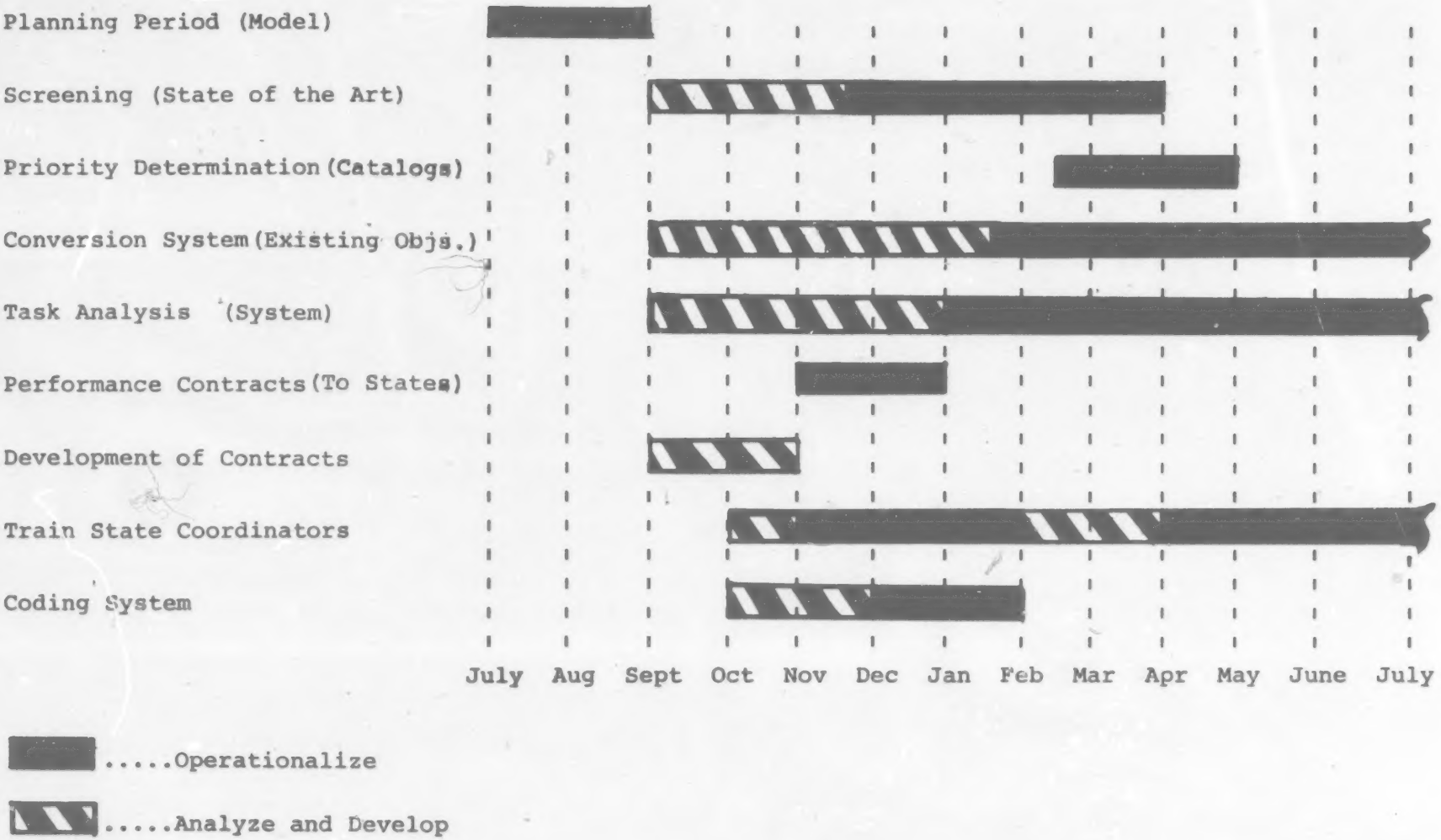
Motion made by: Dale Oliver
Seconded by: Roy Giehls
Voice Vote: Unanimous

Motion:

A motion was made that the meeting stand adjourned.

Motion made by: Roy Giehls
Seconded by: Hoyt Byrd
Voice Vote: Unanimous

ACTIVITY PLANNING CHART FOR THE CONSORTIUM



SOUTHERN ASSOCIATION OF COLLEGES AND SCHOOLS
795 Peachtree Street, N.E. • Atlanta, Georgia 30308
Phone 875-8011 Area Code 404

Ad-Hoc Steering Committee To Form
A Multi-State Consortium To Produce
Catalogs of Performance Objectives and
Criterion-Referenced Measures in Occupational Education

AGENDA
THIRD MEETING
JULY 5, & 6, 1973

THURSDAY, JULY 5, 1973

7:00 a.m.	BREAKFAST AT THE OFFICERS CLUB
8:15 a.m.	GROUP MEETS TOGETHER AT THE B.O.Q. RANDOLPH, AIR FORCE BASE FOR TRIP TO LACKLAND AIR FORCE BASE
9:00 a.m.	FIRST SESSION HUMAN RESOURCES LABORATORY LACKLAND AIR FORCE BASE PRESENTATION AND DISCUSSION OF THE TASK ANALYSIS SYSTEM USED BY THE AIR FORCE
11:30 a.m.	LUNCH
1:00 p.m.	SECOND SESSION MEET WITH CURRICULUM WRITERS CONCERNING UTILIZATION OF THE TASK ANALYSIS
2:30 p.m.	OCCUPATIONAL MEASUREMENT SQUADRON
5:00 p.m.	ADJOURN
8:00 p.m.	DINNER MEETING OF THE ad hoc STEERING COMMITTEE (Place to be announced)

FRIDAY, JULY 6, 1973

9:00 a.m.	BUSINESS MEETING OF THE ad hoc STEERING COMMITTEE (Location to be announced)
	Presiding: ROBERT SPILLMAN, CHAIRMAN
	CONSIDERATION OF MINUTES FOR THE MEETING ON JUNE 21, 1973
	DISCUSSION OF THE DEVELOPMENT OF A TASK ANALYSIS SYSTEM
	DISCUSSION OF A CODING SYSTEM AND PLANNING FOR THE SYSTEM
	REVIEW AND DISCUSS THE BUDGET AND STAFFING PATTERN
	DISCUSS AND REVISE THE CONSORTIUM ACTIVITY CHART
	DISCUSS AND MAKE ASSIGNMENT FOR THE DEVELOPMENT OF BY-LAWS
	OTHER BUSINESS IDENTIFIED BY THE AD-HOC STEERING COMMITTEE
11:45 a.m.	LUNCHEON MEETING AT THE OFFICERS CLUB
	CONTINUE COMMITTEE BUSINESS
1:15 p.m.	ADJOURN

APPENDIX "F"

AGREEMENT FORM AND ORGANIZATIONAL STRUCTURE FOR A MULTI-STATE CONSORTIUM TO PRODUCE PERFORMANCE OBJECTIVES AND CRITERION-REFERENCED MEASURES IN OCCUPATIONAL EDUCATION

Southern Association Of Colleges and Schools
Commission On Occupational Education Institutions
795 Peachtree Street, N.E.
Atlanta, Georgia 30308

A PROJECT FOR THE DEVELOPMENT OF A MULTI-STATE CONSORTIUM FOR THE PRODUCTION OF PERFORMANCE OBJECTIVES AND CRITERION MEASURES IN OCCUPATIONAL EDUCATION

Agreement Form and Organizational Structure For A Multi-State Consortium To Produce Performance Objectives And Criterion-Referenced Measures In Occupational Education

JUNE, 1973

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PART I

CONSORTIUM AGREEMENT FORM

MULTI-STATE CONSORTIUM FOR
THE PRODUCTION OF PERFORMANCE OBJECTIVES
AND CRITERION-REFERENCED MEASURES IN
OCCUPATIONAL EDUCATION

CONSORTIUM AGREEMENT

This AGREEMENT is made this _____ day of _____, 19__, by and between the State of _____ and Southern Association of Colleges and Schools, Commission on Occupational Education Institutions hereinafter referred to as the administering agency. Provisions and conditions of the AGREEMENT are to be administered through the administering agency by the CONSORTIUM Board of Directors.

GENERAL CONDITIONS OF THE AGREEMENT

(1) The AGREEMENT is for a period of one (1) year and will be renegotiated annually within sixty (60) days of its termination.

(2) The accounting of all monetary receipts and disbursements under the provisions of this AGREEMENT will be through the administering agency. An annual audit will be made by a certified public accounting firm selected by the administering agency.

(3) The professional personnel of the central staff and the Board of Directors of the CONSORTIUM will meet the requirements set forth in the Organizational Structure Plan, the content of which is hereby made applicable to this AGREEMENT.

(4) All materials produced by the efforts of the CONSORTIUM or those developed as a part of the membership requirements become the property of all states that are members of the CONSORTIUM. Such materials will be sold, exchanged, or otherwise controlled by the Board of Directors.

(5) The initial period of membership will be open from July 1, 1973 through September 30, 1973 and will be closed until a new membership acceptance period is determined by the Board of Directors of the CONSORTIUM.

(6) States desiring to join the CONSORTIUM must request admittance at least thirty (30) days prior to the acceptance period established by the Board od Directors of the CONSORTIUM. New members must agree to pay an entrance fee as determined by the Board of Directors.

(7) The Board of Directors of the CONSORTIUM, through its Executive Director, will notify all states which are not members at least ninety (90) days peior to the acceptance period so that they may exercise their right to join.

STATE RESPONSIBILITIES

A state member of the CONSORTIUM agrees to the following conditions:

(1) to develop agreed upon catalogs of performance objectives and criterion-referenced measures under provisions of a standard performance contract adopted by the Board of Directors of the CONSORTIUM. The cost of these projects will be borne by the member state and will provide the primary financial input of the state.

(2) to contribute copies of any performance objectives and criterion-referenced measures in Occupational Education already developed or under development. This collection will be available to all members of the CONSORTIUM.

(3) to participate in the selection of various committees within each state to conduct validation, dissemination, and implementation activities concerning the products of the CONSORTIUM.

(4) to select an existing staff member and/or to employ a new staff member to serve as Technical Coordinator on a full-time basis within the state. (Duties and responsibilities are elaborated in the Organizational Structure Plan section of this AGREEMENT.)

(5) to provide one (1) voting representative from the state to serve as a member of the Board of Directors of the CONSORTIUM. (Membership qualifications and responsibilities are provided in the Organizational Structure Plan attached as a part of the AGREEMENT.)

(6) to develop and implement a comprehensive plan for the dissemination of materials developed and distributed by the CONSORTIUM effort.

(7) to develop and implement a comprehensive plan of pre-service and in-service teacher education concerning the proper utilization and implementation of products produced by the CONSORTIUM effort.

(8) to pay an annual fee for operation of the CONSORTIUM. The initial fee will be a maximum of $15,000.00 per state payable within ninety (90) days of the beginning of the fiscal year, 1973-1974.

CONSORTIUM STAFF RESPONSIBILITIES

The Board of Directors, through their Executive Director and the Staff of the CONSORTIUM, will provide the following services to the members:

(1) technical assistance in the development of proposals, catalogs of performance objectives, and criterion-referenced measures in Occupational Education.

(2) continuous training programs for the Technical Coordinator in each state to direct, manage, and monitor CONSORTIUM projects within the particular state for the express purpose of assuring quality control and developmental validity.

(3) assistance to the member state in the design and implementation of in-service training programs and dissemination models. (At least one conference, broadly based, will be conducted annually to assist in this activity.)

(4) performance contracts for each project in a state which provides product development time frames, procedural activities, validation measures and activities, field testing, evaluation of the product, and coding for computer application.

(5) performance contract management, assistance, and technical consultation throughout the projects.

(6) administration and coordination of projects and the development of finished materials. Activities will be essentially handled through the Technical Coordinator in each state.

(7) continuous research in the areas of performance objectives, criterion-referenced measures, and educational consortia.

(8) computerization of performance objectives and criterion-referenced measures in Occupational Education.

(9) contract with existing curriculum laboratories and/or private printing firms for high quality, loose leaf, mass produced catalogs of performance objectives and criterion-referenced measures.

(10) development of coalitions with business, industry, and other public and/or private agencies or foundations to support efforts of the CONSORTIUM.

(11) contingency fund for such purposes as updating and revising the catalogs of performance objectives and criterion-referenced measures.

(12) technical assistance and emergency financial aid to states which cannot achieve their contracted obligation for a project due to unforeseen problems. (The analysis of the emergency will be the responsibility of the CONSORTIUM staff; the decision on emergency financial assistance will rest with the Board of Directors.)

The agreement forms will be received and processed by the Executive Director of the CONSORTIUM, reviewed by the Staff, and approved by the Board of Directors.

A state may cancel the AGREEMENT by giving written notice at least sixty (60) days prior to a regular business meeting of the Board of Directors. Membership fees will not be refunded. The state will be entitled to all services and products accrued through the date of the withdrawal. The Board of Directors of the CONSORTIUM may cancel an agreement if a state does not meet all the conditions of the AGREEMENT and/or does not develop projects under the conditions of the performance contract. The same written notice will be afforded the state by the Board of Directors which applies to the cancellation of an AGREEMENT by a state or agency.

Whenever necessary, this Agreement may be amended with the mutual consent of the CONSORTIUM Board of Directors and the participating state(s).

Director of Administering Agency	State Contracting Official
Chairman of the Board of Directors	Director of Vocational Education
Executive Director of the CONSORTIUM	Legal Officer of the State
	Notary Public

PART II

THE ROLE OF THE ADMINISTERING AGENCY

THE ROLE AND RESPONSIBILITIES OF THE ADMINISTERING AGENCY

Role of the Administering Agency

The role of the Southern Association of Colleges and Schools, Commission on Occupational Education Institutions will be primarily supportive in nature. The Association will act as the fiscal agent for the CONSORTIUM and will provide services at the same rates and under the same conditions as provided for the Commissions and programs within the Association. The Southern Association of Colleges and Schools through its Commission on Occupational Education Institutions has broad contacts which will be an asset to the CONSORTIUM. These contacts and other advantages of the Association will be available for the CONSORTIUM'S effort.

Responsibilities of the Administering Agency

The primary responsibility of the administering agency is to provide an operational base for the CONSORTIUM. Fiscal responsibility and auditing will be provided on the same basis as other programs and Commissions within the Association. A private auditing firm will be selected by the administering agency to conduct an annual audit of receipts and disbursements.

In addition, the administering agency will provide consultative assistance to the Board of Directors and the Executive Director of the CONSORTIUM as needed and requested. These services will be furnished based upon the availability of staff time

The staff of the CONSORTIUM will be employees of the Southern Association of Colleges and Schools and subject to the general rules and regulations governing other employees. Staff selection will be based upon the review and recommendation of the Executive Director of the CONSORTIUM and approval by the Board of Directors of the CONSORTIUM. Personnel approved by the Board of Directors of the CONSORTIUM will go through the same process for employment as all other employees of the administering agency.

PART III

THE BOARD OF DIRECTORS

FOR THE CONSORTIUM

THE BOARD OF DIRECTORS FOR THE CONSORTIUM

The Role of the Board of Directors

The Board of Directors is a representative body which has as its primary function to serve as the policy-making body for the CONSORTIUM and is the chief source of direction and development of the CONSORTIUM. Its policies are carried out by its Executive Director of the CONSORTIUM who serves as the administrative officer. The Board of Directors reviews and adjusts the budget, determines priority of expenditures, reviews and recommends employees to the administering agency.

Membership of the Board of Directors

The membership of the Board of Directors consists of one (1) person from each paying member state. The head of the administering agency or his designated representative serves as an ex officio member but does not have voting privileges. The Executive Director completes the make-up of the Board of Directors and serves as the administrator for the CONSORTIUM but does not exercise voting privileges. Non-voting members may be appointed to the Board of Directors upon the recommendations of the Executive Director of the CONSORTIUM and approval by the Board of Directors.

Qualifications of the Board Members

Members should have experience in curriculum development and/or related research in Occupational Education. Membership on

the Board of Directors shall be the person identified as the State Director of Vocational Education in the State Plan For Vocational Education or his selected designee.

Length of Terms for Board of Directors

The length of term, replacement of representatives, and other matters regarding the membership of the Board of Directors will be determined as the CONSORTIUM develops. These items will be described in detail and will become a part of the Board of Directors' operating policies.

Schedule of Meetings

The Board of Directors and its Executive Director will set the number and regularity of meetings. In the beginning, meetings will, by necessity, be more frequent but should diminish to the minimum of at least one per quarter. Additional meetings may be called by a majority of the Board of Directors or its Chairman in cooperation with the Executive Director.

Attendance of Meetings

The meetings will be called sufficiently in advance to allow for each member to attend. Continuity and understanding of previous actions of the Board of Directors is vital to the efficient conduct of business for this type of CONSORTIUM. Because of the need for continuity and the understanding of previous decisions, only a predetermined alternate will be permitted to serve in the absence of a regular member of the Board of Directors. A quorum for transacting any business will consist

of a simple majority of the voting members of the Board of Directors.

Advisory Committee

The Board of Directors will appoint advisory committees and/or ad hoc committees as the need for such committees arises. A general advisory committee from business and industry will be appointed within the first twelve months which will be representative of the various vocational service areas.

PART IV

THE ROLE AND SCOPE OF THE CONSORTIUM STAFF

THE ROLE AND SCOPE OF THE CONSORTIUM STAFF

Executive Director of the CONSORTIUM

Duties and Responsibilities

The Executive Director serves as a member (ex officio) of the Board of Directors and is the chief administrative officer of the CONSORTIUM. He carries out the policies of the Board of Directors and selects and recommends personnel to the Board of Directors who, in turn, make their recommendations to the administering agency. He develops budgets for presentation to the Board of Directors for their review, modification, and adoption. The Executive Director has as a primary function the development of coalitions with agencies, business, and industry outside the CONSORTIUM which may enhance, strengthen, and support the objectives of the CONSORTIUM.

Initial Staff Requirements

The following staff requirements will facilitate the early operations of the CONSORTIUM with additional staff to be determined by the Board of Directors:

(1) Associate Director

Duties and Responsibilities

This staff member is responsible for the conduct of administrative details concerning the operation of the consortium. He is responsible for the selection and development of clerical staff and assists in the development of in-service training of the technical specialist in each of the states or agencies making up the consortium. He assists in the development of long-range plans, development, and processing of performance contracts and other such duties which may be assigned by the Executive Director of the CONSORTIUM.

Qualifications

The Associate Director must hold a minimum of a Master's Degree in a service area in Vocational Education or an administrative and supervisory major at the Master's level in Vocational-Technical Education. He must have had a minimum of two years teaching experience in Vocational-Technical Education with experience and/or training in administration of Vocational-Technical Education.

(2) Technical Specialist

Duties and Responsibilities

These persons (2) have responsibility for technical direction and assistance to the technical coordinators in each state or agency belonging to the consortium. Their primary responsibility is to assist the states in technical areas during the process of developing performance objectives and criterion-referenced measures in Occupational Education and to assure a high level of quality. They plan and organize in-service training programs for the technical coordinators in each state and agency so that uniform technical competence and procedures are applied to each project. Their relationship is that of technical assistance, problem solving, and inter-state project coordination.

Qualifications

These persons shall have a minimum of a Master's Degree in a Vocational Education service area with experience in performance-based instruction and the development of criterion-referenced measures in vocational education. A minimum of two years teaching experience in Vocational Education is required.

(3) Research Specialist

Duties and Responsibilities

The research specialist conducts continuous research in the performance objective and criterion-referenced measures domain. This person monitors and supervises the computer-base of the project and works with the states and agencies on the dissemination of material. He selects and monitors the contracts for material development and production through curriculum laboratories and/or printing firms.

Qualifications

The Research Specialist must hold a minimum of a Master's Degree in education with emphasis upon educational research, either during or since completing Master's work. Two years of actual research work and/or its equivalent in training for research is required. The Research Specialist must have had experience with computer-based research activities and be capable of the utilization of the computer for research purposes.

(4) Technical Coordinator

Duties and Responsibilities

This person will be an employee of each state belonging to the CONSORTIUM. The Technical Coordinator supervises and directs all CONSORTIUM projects within the state and serves as a technical resource and project monitor. His primary responsibility is the maintenance of quality control in state projects and activities. The Technical Coordinator participates in the in-service training programs organized and conducted by the CONSORTIUM staff. This person also is responsible for reviewing and transmitting products and reports developed within the state or agency to which he belongs. The Technical Coordinator is not responsible to the Staff of the CONSORTIUM. He is,

however, responsive to the needs of the CONSORTIUM staff.

Qualifications

The Technical Coordinator must have experience in curriculum development in Vocational-Technical education. Other qualifications and educational requirements will be set by the state participating in the CONSORTIUM.

(5) Secretarial and Clerical Staff

These employees will be selected as needed and may be full time, part time, or hourly employees. The secretarial and clerical personnel will be selected as the need arises. Persons selected will meet the general requirements as set forth by the administering agency.

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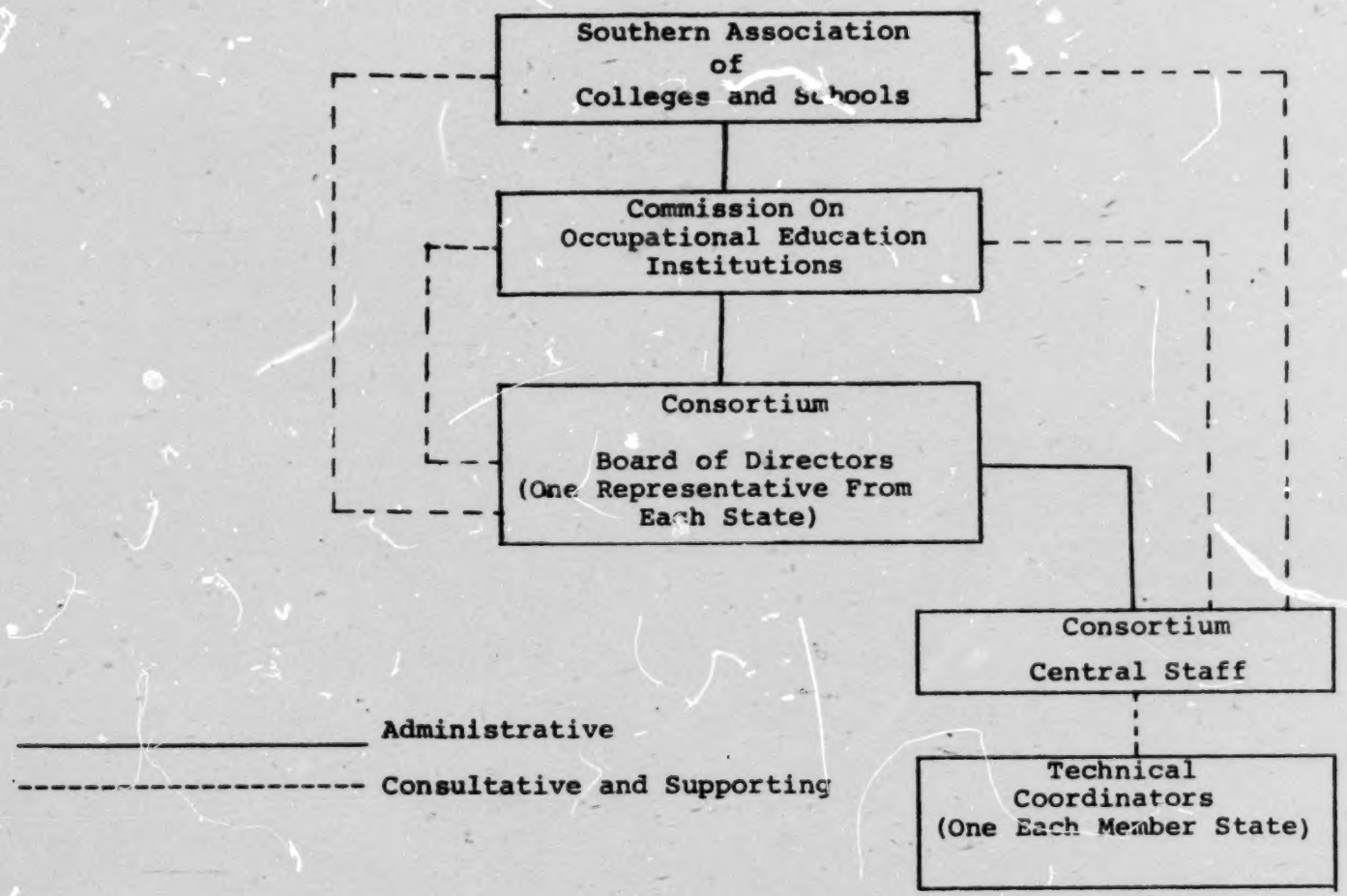
ORGANIZATIONAL PLAN FOR THE MULTI-STATE CONSORTIUM TO PRODUCE PERFORMANCE OBJECTIVES AND CRITERION-REFERENCED MEASURES IN OCCUPATIONAL EDUCATION